

Marketing Strategy for KUB Chicken (Superior Village Chicken from Balitbangtan) at UPTD BPHMT IB in West Sulawesi Province

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This study was conducted to formulate effective and sustainable marketing strategies for KUB chickens and to establish several priority strategies from various available alternatives for marketing KUB chickens at UPTD BPHMT IB in West Sulawesi Province. This is important because UPTD BPHMT IB serves as the breeding center for KUB chickens at the provincial level. This study was conducted at UPTD BPHMT in West Sulawesi Province using a quantitative approach, which generated statistical data that was then analyzed to draw conclusions. The data analysis involved SWOT analysis to determine strategies and the Analytical Hierarchy Process (AHP) to establish strategy priorities from the various alternatives identified through the SWOT method. The results of the study show that the priority alternative strategy in marketing KUB chicken at UPTD BPHMT IB in West Sulawesi Province is to maintain and enhance consumer satisfaction through quality consistency and product diversification with a weight of 0.34. The research findings indicate that the priority strategies for marketing KUB chickens at UPTD BPHMT IB in West Sulawesi Province are to maintain and enhance customer satisfaction through consistent quality and to diversify the product range. Maintaining customer satisfaction and diversifying products offer a greater competitive advantage in the long term compared to many other strategies that might focus more on short-term results or narrower market segments. Next, the sub-priority strategy is to diversify processed KUB chicken products with a weight of 0.27. The implementation of these strategies can enhance customer satisfaction and expand the market, which in turn can strengthen KUB's position, making it more widely recognized and positively impacting the KUB chicken industry as a whole.

Keywords: Food security, animal protein, chicken business, product quality, marketing efficiency, analytical hierarchy process, SWOT.

INTRODUCTION

The current national demand for local chicken meat can only be met by 30%. Local chickens have the potential to be developed as a source of animal protein to support national food independence (Sudrajat and Isyanto, 2018). One type of business in the livestock subsector that has attracted the attention of policymakers is superior village chicken farming or KUB chicken. This provides a great opportunity for the development of the KUB chicken business (Mayora et al., 2018). The Livestock Research Center (Balitnak) in Ciawi has been selecting village chickens for six generations since 1997. These selected village chickens are called Kampung Unggul Balitbang (KUB) chickens (Sartika, 2013). KUB chickens are the result of selecting native village chickens that are more efficient to raise because they consume less feed, are more resistant to diseases, have a lower mortality rate, grow faster, and have higher egg production compared to ordinary village

chickens (Urfa et al., 2017). The demand for competition among products has become increasingly urgent, especially in capturing market share. The level of product quality that meets service demands, especially among the middle to upper classes, must be fulfilled. Due to the inappropriate formulation of marketing strategies, it can be certain that significant losses will occur, and marketing efficiency will not be achieved. Therefore, before marketing KUB chicken products, the marketing strategy must be well-organized, as an improperly designed marketing strategy will lead to high marketing costs, resulting in significant losses. Strategy is a broad plan of organizational actions to achieve a goal (Alhuda, 2021). Marketing serves as a link between production activities and consumption (Priansa, 2017). The terms marketing and trade in Indonesia are used interchangeably and have the same definition, which is economic activities that function to channel products from producers to end consumers. From these definitions, it is

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evident that the issues faced in marketing KUB chicken start from the chicken leaving the producer to reaching the consumer, including all the rules, business players in the marketing channel, and other aspects. The breeding of KUB chickens at UPTD is focused on producing DOC (Day-Old Chicks) KUB chickens and KUB chickens with the aim of contributing to the increase in PAD (Regional Original Income) with a population of 1000 KUB chickens. Sales of KUB chickens by UPTD BPHMT IB Barat in 2023 can be seen in Figure 1.

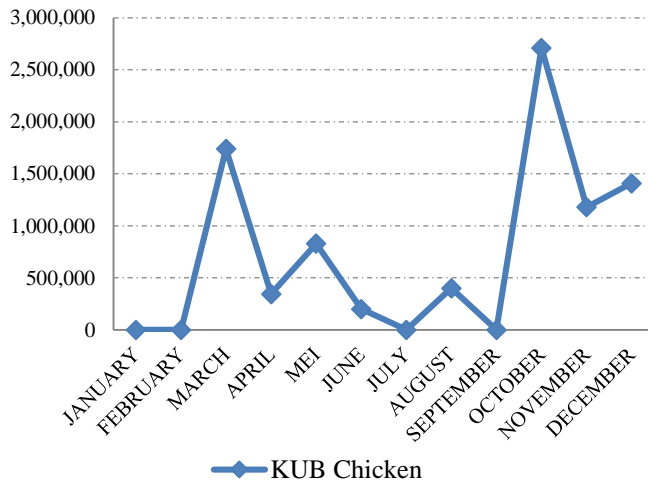


Figure 1. Sales of KUB Chicken by UPTD BPHMT IB, West Sulawesi Province, 2023.

The sales transactions of KUB chickens by UPTD BPHMT IB in West Sulawesi Province in 2023 experienced instability. The highest sales occurred only in October, while in the following months, sales fluctuated. Marketing KUB chicken faces several main challenges, including distribution issues. Often, unsold KUB chickens are culled because they have reached the ideal weight to offset the high cost of feed. Intense competition with local chickens requires UPTD to effectively promote their product's advantages. Additionally, UPTD must devise a suitable marketing strategy to adapt to various changes, continue to compete, and align with consumer desires. The breeding of native chickens specifically the KUB chickens (Kampung Unggul Balitbangan), is highly promising considering the increasing demand for animal protein derived from poultry meat. Marketing activities are a crucial process because effective marketing directly impacts

the income of business operators. Moreover, an appropriate marketing strategy will ensure that the production absorption of KUB chickens provides maximum benefits for all parties involved in this sector, thereby supporting the economic growth in the West Sulawesi Regency. Based on these conditions, it is necessary to conduct research on the "Marketing Strategy of KUB (Kampung Unggul Balitbangan) Chickens at UPTD BPHMT-IB, West Sulawesi Province."

MATERIALS AND METHODS

Data Sources: This research is conducted from December to March 2024 at UPTD BPHMT IB West Sulawesi Province.

Population and Sample: The population for this study includes decision-makers and individuals involved in the KUB chicken agribusiness. Sampling is done using purposive sampling, involving competent sources related to the research. The criteria for informants are those directly involved in marketing and knowledgeable about KUB chicken marketing. Given that the AHP method requires dependence on a group of experts related to the research, the sample size is six (6) experts.

Data Collection Methods

- Observation:** Direct observation at UPTD BPHMT IB West Sulawesi Province and KUB chicken farms in Mamuju District, West Sulawesi Province.
- Interviews (In-depth Interviews):** A process of providing verbal information. Interviews are conducted face-to-face with informants, using questionnaires to facilitate information collection.
- Literature Study:** Data collection using references related to the research.

Data Analysis: The research uses data analysis tools such as IFAS & EFAS matrices, SWOT, and AHP (Analytical Hierarchy Process) with Microsoft Excel 2010.

- IFAS and EFAS Matrix Analysis:** SWOT analysis is divided into two (2) stages: identifying the internal environment to understand strengths and weaknesses, and identifying the external environment to understand opportunities and threats. Results from the IFAS and EFAS matrices are incorporated into the SWOT diagram to determine the company's position.
- SWOT Diagram:** A diagram showing a business's position based on internal and external factor analysis results.

Table 1. Matrix SWOT.

	Strengths (S)	Weaknesses (W)
Opportunities (O)	SO strategy Create a strategy using strengths to capitalize on opportunities	WO strategy Minimize weaknesses to capitalize on opportunities
Threats (T)	ST strategy Create a strategy using strengths to overcome threats	WT strategy Minimize weaknesses and avoid threats



3. **SWOT Matrix:** The SWOT Matrix consists of four elements: strengths, weaknesses, opportunities, and threats. From the SWOT matrix, four types of alternative strategies can be derived: S-O (*strengths-opportunities*) strategy, W-O (*weaknesses-opportunities*) strategy, S-T (*strengths-threats*) strategy, and W-T (*weaknesses-threats*) strategy.
4. (**Analytical Hierarchy Process**): The determination of strategy priorities is carried out using the AHP (Analytical Hierarchy Process) method. AHP is an appropriate method to identify the best priority strategy among various alternatives derived from the SWOT method.

The implementation of the AHP method is carried out with the following steps:

1. Structuring the Hierarchical Problem
2. Create a Pairwise Comparison Matrix

Table 2. Pairwise comparison matrix.

Criteria	Assessment	Criteria
A	9 8 7 6 5 4 3 2 1 2 3 4 5 6 7 8 9	A
B		B
C		C

1. Calculate the priority weights for each variable at level 2 (criteria) using the following steps:
 - a. Perform a Pairwise Comparison of Each Criterion:
 - b. Calculate the Geometric Mean of the Comparisons:
 - c. Display the Results in a Criteria Comparison Matrix:
 - d. **Normalize the Matrix**
 - e. **Obtain the Eigenvector**
 - f. Calculate the Consistency Index.

2. Calculate the priority weights for each variable at level 2 (criteria).
3. Calculate the priority weights for each variable at level 3.
4. Using the weights of each criterion and the weights of each strategy, determine the prioritized strategies to be selected.

RESULTS

IFAS Matrix (Internal Strategic Factors Analysis Summary): The internal factor analysis process involves identifying factors within the internal environment, including strengths and weaknesses at UPTD BPHMT IB. The calculation of internal factors at UPTD BPHMT IB can be seen in Table 3.

Based on the scoring results in Table 3, the IFAS score is (0.75). The analysis of the IFAS matrix reveals 10 internal factors, consisting of four strength factors and four weakness factors.

Strength Factors: The IFAS matrix calculation shows that the main strength factor of UPTD is the assured food safety quality, with a score of (0.54). This score indicates that this key strength factor should be maintained to continue positively impacting the development and marketing of KUB chicken products. [Tunjungsari et al. \(2021\)](#) explained in their findings that quality and safety are two crucial elements in consumer decision-making. Consumers will choose food that is both high in quality and safe to consume. Quality in food is highly relative and varies among individuals. In addition to quality, safety also plays a significant role in food consumption. Although it is challenging to implement, many efforts are made to improve food hygiene and environmental cleanliness, such as enhancing the quality of food processing facilities. Therefore, assured food safety quality is an essential factor that can influence consumer purchasing intentions.

Table 3. IFAS Matrix for UPTD BPHMT IB, West Sulawesi Province.

No.	Internal Factors	Weight	Rating	Skor
Strength				
1	Product image recognized by consumers	0.14	3.33	0.45
2	Guaranteed food safety quality	0.17	3.17	0.54
3	The existence of a working relationship between producers and consumers	0.13	3.33	0.42
4	High-quality human resources	0.11	3.00	0.33
Amount of Strength				1.74
Weakness				
1	Less strategic location	0.10	2.17	0.22
2	Ineffective product promotion	0.14	2.00	0.29
3	Product distribution is not extensive	0.10	2.33	0.23
4	Limited public knowledge about KUB chicken	0.12	2.17	0.26
Amount of Weakness				0.99
TOTAL IFE				0.75
TOTAL		1		

Primary data processed, 2024.



Weakness Factors: A promotional strategy is considered successful if it can maximize sales volume, which will provide long-term benefits (Subiyantoro *et al.*, 2022). The highest-scoring weakness factor is ineffective product promotion with a score of (0.29). This factor has a significant impact on the marketing process, as UPTD must offer products by creating appropriate marketing strategies and concepts to increase sales volume. If the marketing strategy and concept are not optimal, the marketing activities will become ineffective.

EFAS Matrix (External Strategic Factors Analysis Summary): The external factor analysis involves identifying factors that are part of the external environment of UPTD. The calculation of external factors can be seen in Table 4.

The scoring of the EFAS matrix shows a total score for the weighted rating and a total of -0.17. This total was obtained by calculating the difference between the total opportunity factors (1.43) and the total external factors (1.60). The EFAS matrix analysis yields 8 external strategic factors, consisting of four opportunities and four threats.

Opportunity Factors: According to Table 4, the main opportunity factor for UPTD is the availability of the market, with a score of (0.47). This score indicates that the market is consistently available, ensuring that the demand for animal products remains high due to the human need for animal protein, which drives significant market demand. This aligns with the research by Aryani and Jember (2019) which explains that the demand for animal products can continue to rise with growing societal needs, rapid economic growth, and structural changes, all of which have a significant impact on the demand for staple foods like chicken meat.

Threat Factors: Unstable demand poses a threat to UPTD, and it is hoped that strategic policy directions can be developed to address this instability. Factors affecting the stability of KUB chicken demand include consumer

preferences and chicken prices. Generally, consumers seek high-quality products at low prices, but in reality, products or services often lack stable pricing. This is consistent with the research by Mamujaja *et al.* (2020), which states that demand for livestock products, whether processed or unprocessed, depends on factors such as quantity, price, income, and consumer preferences.

SWOT Diagram: The analysis of the IFAS and EFAS matrices reveals a score difference between the strength and weakness factors in the IFAS matrix, which is (0.75), and a score difference between the opportunities and threats in the EFAS matrix, which is (-0.17). This combination of values results in a position in Quadrant II.

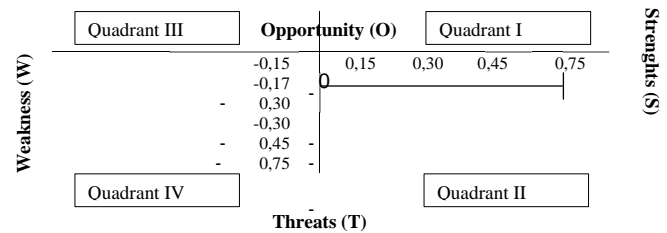


Figure 2. SWOT diagram.

This position indicates that the potential within UPTD can be developed, and the marketing process can continue, although it faces significant challenges. Quadrant II, which lies between strengths and threats, suggests that the company can use a diversification strategy, where existing threats can be addressed using the strengths possessed. The company is required to make changes to close weaknesses and pursue available opportunities (Yesikasari and Aswad, 2020). The recommended strategy is diversification due to the significant challenges faced by UPTD BPHMT IB, which would make it difficult to rely solely on previous strategies. Therefore, it is advised to increase the variety of tactical strategies.

Table 4. EFAS Matrix for UPTD BPHMT IB, West Sulawesi Province.

No.	External Factors	Weight	Rating	Skor
Opportunity				
1	Development of the restaurant business	0.10	3.50	0.36
2	Internet development	0.10	3.17	0.31
3	Available market	0.14	3.33	0.47
4	Availability of labor	0.10	2.83	0.29
Amount of Opportunity				1.43
Threats				
1	Emergence of competitors with similar businesses	0.12	3.33	0.41
2	Feed prices have skyrocketed	0.15	2.83	0.44
3	Price differences with other KUB chicken businesses	0.11	2.50	0.27
4	Market demand is not yet stable	0.17	2.83	0.48
Amount of Threats				1.60
TOTAL EFE				-0.17
TOTAL		1		

Primary data processed, 2024



Table 5. SWOT matrix for UPTD BPHMT IB, West Sulawesi Province.

Internal	Strength	Weakness
External	<ol style="list-style-type: none"> 1. A product image that is recognized by consumers. 2. Guaranteed food safety quality. 3. A cooperative relationship between producers and consumers. 4. Quality and trained human resources. 	<ol style="list-style-type: none"> 1. Less strategic location. 2. Ineffective product promotion. 3. Limited product distribution. 4. Lack of general public knowledge about KUB chickens.
Opportunity	S-O	W-O
<ol style="list-style-type: none"> 1. Development of restaurants 2. Development of the internet 3. Available market 4. Availability of labor 	<ol style="list-style-type: none"> 1. Utilize the advantages of food quality and good brand image with the availability of a market. 2. Expand the marketing network. 	<ol style="list-style-type: none"> 1. Utilize social media to promote KUB chicken products. 2. Increase product distribution, such as expanding marketing reach. 3. Leverage restaurants as strategic consumers.
Threat	S-T	W-T
<ol style="list-style-type: none"> 1. Emergence of competitors with similar businesses. 2. Rising feed prices. 3. Price differences with other KUB chicken businesses. 4. Market demand is not yet stable. 	<ol style="list-style-type: none"> 1. Maintain and enhance customer satisfaction through consistent quality and product diversification. 2. Retain and develop the quality of existing resources to improve production and product quality. 3. Synergy between UPTD (Regional Technical Implementation Unit) and local chicken farmers. 4. Seek alternatives to commercial feed. 	<ol style="list-style-type: none"> 1. Conduct demonstration plots to introduce KUB chicken to the broader public. 2. Research on the latest products related to KUB chicken processing.

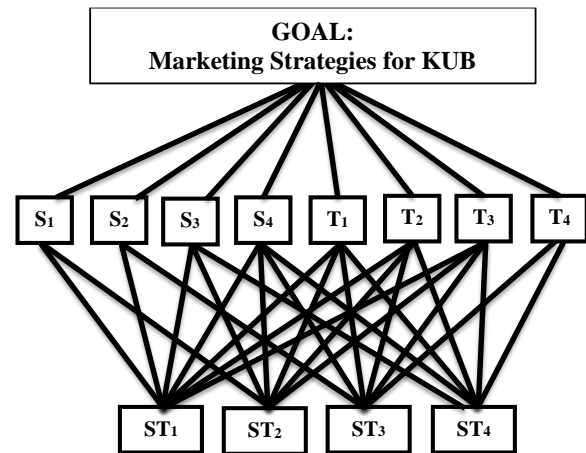
Primary data processed, 2024.

The results of the SPACE matrix analysis can be seen in Table 5.

SWOT Matrix: Strategy formulation in SWOT analysis involves decision-making using the SWOT matrix. The detailed formulation of strategies in the SWOT matrix is explained in Table 5.

Based on the results from the SPACE matrix, which shows that UPTD BPHMT IB is in Quadrant II, the recommended strategy is ST (Strength-Threats). The following actions are recommended for the ST strategy:

1. Maintain and Enhance Customer Satisfaction through Consistent Quality and Product Diversification.
2. Maintain and Develop Existing Resources to Improve Production Quality and Product Quality.
3. Foster Synergy between UPTD and Local KUB Chicken Farmers.
4. Explore Alternative Commercial Feeds.

**Figure 3. AHP design.**

Strategy Priority Analysis Using Analytical Hierarchy Process (AHP): The analysis used to determine the priority strategies for KUB chicken marketing at UPTD BPHMT IB, West Sulawesi Province, is AHP (Analytical Hierarchy Process). The following is the AHP design used in this study.

Criteria Priority Analysis Using Analytical Hierarchy Process (AHP): The criteria for determining marketing strategies for KUB chicken at UPTD BPHMT IB, West Sulawesi Province, are detailed in Table 6 below.

Table 6. Marketing strategy criteria for KUB Chicken at UPTD BPHMT IB, West Sulawesi Province.

Criteria for Strategy	Weight
Product image recognized by consumers	0,11
Guaranteed food safety quality	0,13



Presence of cooperation between producers and consumers	0,10
Quality and trained human resources.	0,19
Emergence of competitors with similar businesses	0,07
Rising feed prices	0,17
Pricing differences with other KUB chicken businesses	0,08
Market demand is not yet stable	0,14
Primary data processed, 2024	

Skilled and Trained Human Resources: The top priority strategy criterion is skilled and trained human resources (HR), with a weight of (0.19). A strength of UPTD BPHMT IB is the availability of trained and qualified labor in livestock cultivation, as well as the proportional distribution of tasks and placement of experts according to their competencies.

Strategy Priority Analysis Using Analytical Hierarchy Process (AHP): The SWOT analysis reveals four priority strategies for KUB chicken marketing at UPTD BPHMT IB, West Sulawesi Province. Detailed explanation of these strategies can be seen in Table 7 below.

Table 7. Priority marketing strategies for KUB Chicken at UPTD BPHMT IB, West Sulawesi Province.

Alternative Strategies	Weight	Ranking
Maintain and enhance customer satisfaction through consistent quality and product diversification	0.34	1
Retain and develop the quality of existing resources to improve production and product quality	0.32	2
The Synergy between UPTD (Regional Technical Implementation Unit) and local KUB chicken farmers	0.16	4
Seek alternatives to commercial feed	0.18	3
Primary data processed, 2024		

The AHP analysis in Table 7 shows the following rankings: Maintain and Enhance Customer Satisfaction through Consistent Quality and Product Diversification (0.34); Maintain and Develop Existing Resources to Improve Production Quality and Product Quality (0.32); Explore Alternative Commercial Feeds (0.18); Foster Synergy between UPTD and Local Farmers (0.16)

Maintain and Enhance Customer Satisfaction through Consistent Quality and Product Diversification: The alternative strategy with a weight of (0.34) ranks first, making it the priority strategy for improving KUB chicken marketing at UPTD. It is explained that UPTD's ability to maintain consistent quality for KUB chicken to remain reputable among consumers is crucial for supporting KUB chicken marketing, while product diversification is an appropriate choice to expand market opportunities. This is supported by Kanyoro (2018), who states that diversification is the process of expanding business opportunities through additional market potential from existing products. Desired product

diversification can be achieved by developing new products or by re-formulating and re-packaging existing products.

Sub-Priority Strategy Analysis Using Analytical Hierarchy Process (AHP): The strategy of enhancing customer satisfaction through consistent quality and product diversification is the top priority strategy. The explanation regarding this alternative is as follows:

Table 8. Maintain and Enhance Customer Satisfaction through Consistent Quality and Product Diversification.

Sub-priorities of the Strategy	Weight	Ranking
Diversify KUB chicken processed products	0.276	1
Increase customer loyalty	0.246	3
Implement competitive pricing	0.274	2
Optimize cooperation with restaurant owners	0.204	4

Primary data processed, 2024

Table 8 explains that the order of sub-priorities for the main strategy of maintaining and enhancing customer satisfaction through consistent quality and product diversification are as follows: product diversification of KUB chicken products (0.276); implementing competitive pricing (0.274); increasing customer loyalty (0.246); and optimizing collaboration with restaurant owners (0.204).

DISCUSSION

Maintaining and enhancing customer satisfaction through consistent quality and product diversification: is the primary strategy for marketing at UPTD BPHMT IB, West Sulawesi Province. Throughout its operations, UPTD consistently focuses on maintaining product quality and ensuring that the marketed products meet customer expectations and standards. This also includes upholding cleanliness and safety by implementing strict sanitation standards during the production process. This is in line with Hoque *et al.* (2013), who state that product quality influences consumer satisfaction. To increase customer satisfaction, it is necessary to provide products that meet the expectations and needs of the customers.

According to Renaldy *et al.* (2023), product quality is one of the factors that influence customer satisfaction. Products will sell if they have good quality, such as durability (if food) and perceived quality. Products with high and reliable quality will remain in the customers' minds because customers are willing to pay for them. Quality is also an important dimension in products and processes, indicating a company's competitive advantage compared to other companies.

Research by Prianto (2014) explains that customer satisfaction can indeed be influenced by product quality. Therefore, various efforts are made to produce high-quality products to enhance customer satisfaction. This requires companies to produce the best and highest quality products to



gain a competitive edge over other similar industries, thus better-capturing market share and winning the competition. Another strategy that UPTD can use to increase customer satisfaction is product diversification. Diversification is expected to provide a new dimension through offering a more varied range of KUB chicken products that meet customer desires, rather than relying on just one type of product. This is consistent with the findings of Wijaya and Karneli (2017) that by using a diversification strategy, companies can explore new variants that meet customer expectations by creating new products or services without relying on a single product type. Product diversification will increase customer confidence that their various needs can be met. The more diverse the products offered, the greater the customer interest and satisfaction.

The limitations of this strategic priority are as follows

1. Diversifying KUB chicken processed products: The difficulty of meeting and predicting customer tastes amidst the emergence of similar businesses in the market requires UPTD to implement product diversification, such as introducing processed KUB chicken products like ungkep chicken, chicken nuggets, and frozen KUB chicken as alternatives for consumers who do not prefer the original KUB chicken flavor. New product development leverages the company's strengths. As explained by Redjeki *et al.* (2023), product diversification involves expanding product offerings, whether by developing new products or enhancing existing ones, to increase sales and achieve growth, revenue, sales, profitability, and flexibility.

2. Implement Competitive Pricing: Price is one of the factors considered by both consumers and potential customers when purchasing products. UPTD sets prices that are competitive with other businesses. UPTD will offer prices that are closely aligned with the quality provided. According to Nurfauzi *et al.* (2023), price is a significant factor in pricing decisions. Customers have assumptions about the relationship between cost and quality. Price become the focus of consumer comparison, specifically the relationship between a product's quality and its price. Consumers often use the price of a product as an indicator of its quality because they frequently set higher prices for products with varying levels of quality.

3. Increase Customer Loyalty: Increasing customer loyalty is crucial, as loyal customers are an essential asset that UPTD must maintain. Retaining customer loyalty is important for UPTD to remain competitive. To maintain customer loyalty, several strategies need to be implemented, including maintaining product quality, providing fast response services, innovating products, and focusing on effective marketing. Customer loyalty is a key to competitive advantage. Therefore, customer loyalty is one of the invaluable assets a company possesses. This is supported by Wijesinghe *et al.* (2020), who found that customers with high satisfaction with a brand develop true brand loyalty, which significantly affects their repeat purchase behavior. This type of loyalty represents a substantial asset for the company.

4. Optimize Cooperation with Restaurant Owners: The fourth priority strategy is to optimize cooperation with restaurant owners. UPTD has established partnerships with several restaurants in the Kalukku District of Mamuju Regency. To continue optimizing these partnerships, UPTD must maintain product quality as a strength to increase customer loyalty. Nengsi *et al.* (2020) explained in their research that the growth of restaurants and eateries can be targeted for sales due to the increasing demand for village chickens.

Conclusion: The SWOT analysis identified four priority alternative strategies for marketing KUB chicken at UPTD BPHMT IB in West Sulawesi Province. These strategies are: maintaining and enhancing customer satisfaction through quality consistency and product diversification; retaining and developing the quality of existing resources to improve production and product quality; fostering synergy between UPTD and local KUB chicken farmers; and seeking alternatives to commercial feed. Among these four strategies, the priority strategy is to maintain and enhance customer satisfaction through quality consistency and product diversification, with a weight of 0.34. Within this strategy, the sub-priority is to diversify KUB chicken processed products, with a weight of 0.27.

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SDGs addressed: Zero Hunger, Decent Work and Economic Growth.



Policy referred: National Food Security and Food Independence Policy; Livestock Development Policy (Strategic Animal Husbandry Programs), Regional Economic Development Policy (PAD - Regional Original Income).

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